



MORAY & AGNEW
LAWYERS

Gender Pay Gap Statement

March 2026

www.moray.com.au

Background

Moray & Agnew is a leading national law firm of over 800 people, including over 110 partners. We serve our domestic and international clients from offices in Sydney, Melbourne, Brisbane, Canberra, Newcastle, Perth and Cairns.

Built on a solid history in insurance law, client demand has guided our growth into commercial litigation and dispute resolution, construction and projects, corporate and commercial, property and development, government and workplace legal services.

According to the Australian Financial Review Law Partnership Survey in January 2026 we had the fifth highest in percentage of female partners of the 50 largest law firms in Australia. This demonstrates our commitment to equity, diversity and inclusion which adds to our professional approach and focus on client service excellence.



800+
People



110+
Partners



7
Offices Nationally

Introduction

I am pleased that Moray & Agnew continues to perform better than industry benchmarks across every significant measure in the WGEA data.

Like the majority of employers in Australia, we do still have a gap. In some respects, ours has increased slightly from last year. There are a number of reasons for this, but the most significant is the gender profile of our part time and casual staff members whose salaries are annualised for the WGEA analysis.

It goes without saying that Moray & Agnew remains firmly committed to pay equality: we have never paid people differently for the same work and we continue to foster an inclusive work environment where everyone is treated fairly with respect and dignity.

Gender pay equity is a broader societal issue and we are proud of the role that Moray & Agnew plays in monitoring, understanding and addressing the gap.

Ian Denham - National Managing Partner

Gender Pay Gap

Our median base salary gender pay gap is 16.5% and our median total remuneration gender pay gap is 16.9% in comparison to the WGEA national average total remuneration gender pay gap of 21.1%.

Our legal employment differential is 6.71% which is less than the industry average.





Understanding the Gap

We don't pay our employees differently based on their ethnicity or gender. The gender pay gap is caused by workforce composition factors. It is important to remember that pay gaps are not influenced by gender alone: experience, part-time work and time in roles are relevant.

Workforce Composition by role

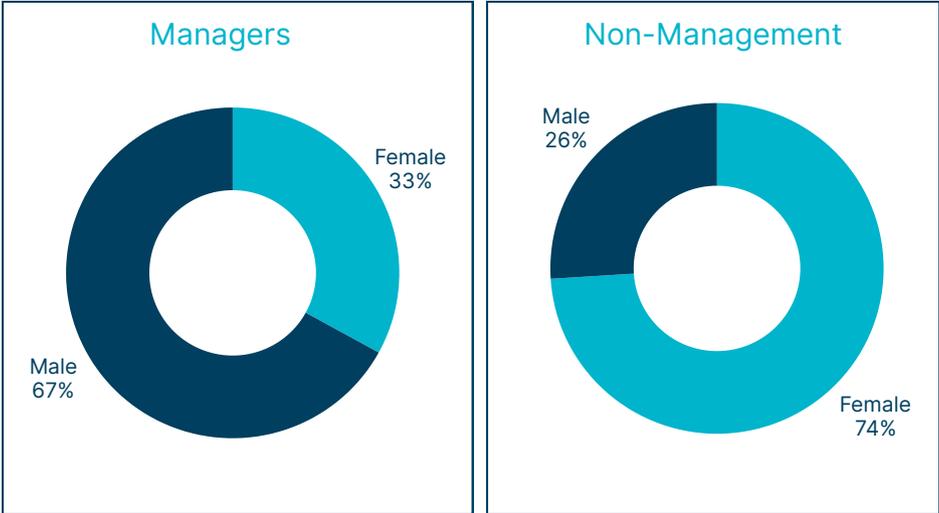
A lower proportion of females are in senior leadership roles and a higher proportion in support roles.

Workforce Composition by status

A higher composition of females in part-time and casual support roles contributes to the gender pay gap.

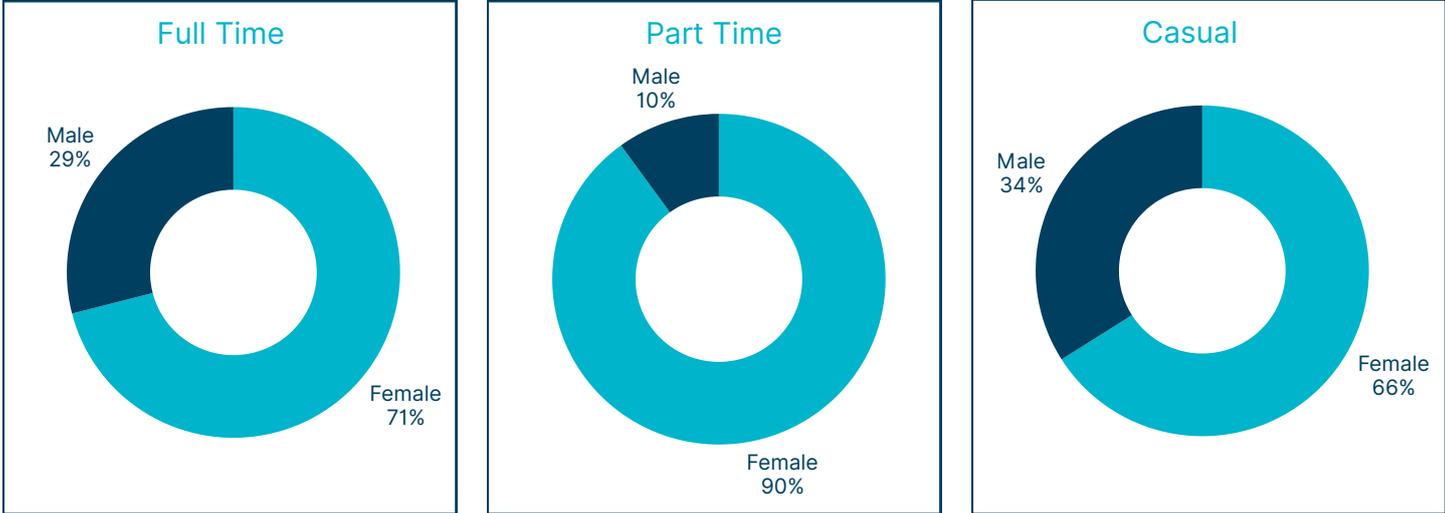
Overview

Workforce Compensation by Role*



*Data Excludes Partners

Workforce Compensation by Status*



*Data Excludes Partners





Actions

We are committed to continuing to make Moray & Agnew a great place to work. We are taking steps to address the gender pay gap:

Representation of Women in management committees (or governing bodies), leadership and partnership.

Recruitment - Developing and retaining a gender diverse workforce.

Inclusion Training – Providing gender equality training to all employees to raise awareness and we encourage a culture where any concerns can be raised freely.

Pay Equity - Reducing gender pay equity gaps; Payroll analysis is completed on an annual basis to determine if there are any remuneration gaps between women and men, and relevant action is taken where needed.

Supporting & valuing diversity, equity and inclusion

Consulting with employees on issues concerning gender equality in the workplace

Our Gender equality employee reference group facilitates employee consultation and valuable insights into workplace gender equality experiences, priorities, and potential actions, as well as contributing to employee engagement.

Flexible Work - Facilitating and promoting a flexible workplace which enables employees to balance work and life responsibilities – including being accredited by the Australian Breastfeeding Association as a Breastfeeding Friendly Workplace.

Undertaking regular review of flexible work and other relevant policies.
Continuing as signatories to the Law Council's Equitable Briefing Policy.

Continuing as signatories to the Charters for the Advancement of Women in the Legal Profession of both The Law Society of New South Wales and Law Institute of Victoria.

Continuing to review policies, strategies and actions to prevent and respond to sexual harassment, harassment on the ground of sex or discrimination in the workplace.



Appendix

Key terms and definitions:

Shared services: Shared services is the consolidation of the support functions of the firm. This includes IT, Accounts, Marketing & Business Development, People & Development and Operations.

Professional Employees: Includes all employees from a Law Graduate to Special Counsel.

Support Employees: Includes shared services and legal support employees.

Base salary: Is an employee's regular salary, excluding superannuation, overtime, bonuses and other additional payments.

Gender pay gap analysis: An analysis of what is driving an organisation's gender pay gaps, looking at workforce composition by gender, representation in more senior and highly paid roles, etc.

Median gender pay gap: Is the middle value after sorting the gender pay of organisations in the comparison group from lowest to highest. If the number of comparison groups is an even number, the median is the average of the two middle values.

Total remuneration: This includes all remuneration for an employee, including superannuation, overtime, bonuses and other additional payments



Sydney

Melbourne

Brisbane

Canberra

Perth

Newcastle

Cairns

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